Missouri Information Technology

Business Plan

2003 - 2004

ITAB Approval 04/28/2004

2003-2004 Missouri Information Technology Business Plan

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III. Introduction

Missouri information technology, like most of its public and private sector counterparts, finds itself in dynamic and uncertain times. This has created both opportunities and challenges for the information technology community. This last year has seen a turnover of over 6% of agency CIO's and a severe budget crisis in the State. At the same time, the demand for the efficient provision of current and new IT services in the State continues to grow. Simultaneously, and especially in the post 9/11 world, it has become increasingly vital to coordinate federal, state, county and municipality efforts. In this environment, Missouri Information Technology must insure that adequate resources are available for the IT community to meet the business requirements of their organization, while creatively addressing new issues and new service needs. In overall terms, Missouri Information Technology must build its capacity to meet its growing service needs while also championing the role of information technology and strengthening its organizational vitality.

This 2003-2004 business plan is designed to address these needs. It is derived from the Missouri Information Technology 2003-2004 strategic plan, which itself has been shaped by leadership discussions held in October 2003. The business plan consists of:
- ❑ A description of Missouri Information Technology's functional business structure
- ❑ A description of Missouri Information Technology's action plan for supporting its goals and strategic plan
- ❑ A 2003-2004 workplan and budget

Missouri's Information Technology mission is to make state government more efficient, more effective, and more accessible to its citizens through innovative, time-saving, and cost-saving technology applications.

Missouri's Information Technology Vision is that Missouri information technology is known throughout the state and the country as the "best in the business" in numerous state government technology initiative areas.

As **guiding principles**, Missouri information technology will:
- ➢ Promote strategic alignment of government technology investments and state business agendas
- ➢ Improve external and internal communications
- ➢ Develop an adaptive enterprise architecture to coordinate and integrate information technology programs and systems across government
- ➢ Foster policies that support public trust
- ➢ Develop security and privacy standards committed to protecting citizens rights and the integrity of the State of Missouri data and information systems
- ➢ Develop a performance management model for agencies to use in meeting goals and achieving their mission


III. Functional Business Structure

The Office of Information Technology has two functional business areas, each of which must be matched with appropriate and sufficient resources. They are Core Business and Key Services. The structure is summarized in the table below, with greater discussion following.

Core Business Functions	Key Services
Organizational Infrastructure Elements	*Programs with Dedicated Resources* *Recognized State Programs/Issues* *Emerging Opportunities*
Adaptive Enterprise Architecture Project Management Project Oversight Risk Assessment and Management E-government Performance Management Value Assessment Program Business Continuity Disaster Recovery Cyber Security Statewide IT Contracts	Information Technology Advisory Board Office of Budget and Planning Division of Purchasing and Materials Management Missouri Assistive Technology Council *Issue Committees:* ❑ E-government business oversight Committee ❑ Missouri Network Management Consortium ❑ Homeland Security Council Cyber-Security Committee ❑ Homeland Security Business Continuity Committee ❑ Missouri HIPPA Executive Team *Partnerships:* ❑ National Governor's Association Corporate Fellows E-Governance Task Force ❑ National Association of State Chief Information Officers (CIO Serves as President) ❑ SEARCH, The National Consortium for Justice Research and Statistics (CIO Serves as Chair) ❑ GLOBAL Justice Information Sharing Advisory Committee (CIO Serves as Vice Chair appointed by the U.S. Attorney General) ❑ NASCIO Enterprise Architecture Committee (CIO serves as Chair)

$ Coordinate Federal Funding for State Projects	Programs currently receiving Federal Funds as a result of OIT Participation/involvement included
	- NGA's Justice Information Sharing Planning Initiative - Missouri Justice Integration Program - Missouri's Victim Identification & Notification Program - Missouri's Statewide DWI Records Management Program - Missouri Department of Revenue's FASTR Program

Missouri Information Technology Organizational Structure
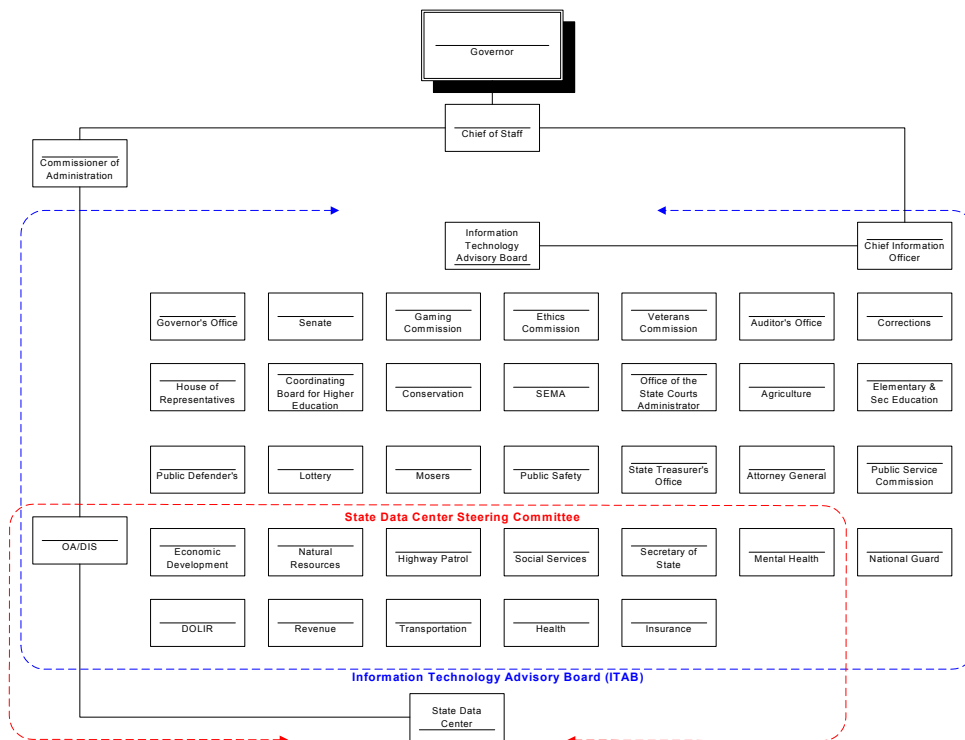
Core Business Functions

Core business functions are the essential tasks involved in administering the operations of Missouri Information Technology, at both the leadership and staff levels. They include, through a cooperative effort between the Office of Information Technology and the Information Technology Advisory Board:

❑ Staffing Information Technology Advisory Board Committees, Subcommittees, and Issue's Committees
❑ Develop an enterprise architecture for the purpose of security, service and efficiency
❑ Develop technology standards that govern the direction of information technology within the state and allow sharing of information and resources across agencies
❑ Manage E-government initiative to enable Missouri State Government to interact electronically with citizens, businesses and other governmental entities
❑ Provide business solutions that align with State business goals
❑ Establish and promote Statewide product and service procurement contracts to maximize return on investment (ROI)
❑ Coordinate Technology initiatives promoting strategic alignment of government technology investments and State business agendas

These functions are essential in order for the IT community to meet its responsibilities to the business community in assisting them to meet their goals and objectives.

Support Structures (committees and staff to be supported in this area)
❑ Information Technology Advisory Board (ITAB), including Officers
❑ ITAB Committees and Subcommittees
❑ Office of Information Technology Staff

Key Services

Service is ultimately Missouri's Information Technology reason for being. Without clearly articulated, strategic, and high quality services, Information technology cannot move to the forefront as an enabler of business within Missouri State Government.

As part of its continuing organizational transition, Missouri Information Technology seeks to continue enhancing its services and expertise to the State of Missouri, its citizens and clients. These enhanced services will require additional resources, particularly in ITAB member time and in-kind contributions. At the same time, it is important for the Office of Information Technology to identify and protect existing resources "core services" that have reliable funding streams (and may even generate income). These core services will vary from year to year based on priorities and funding levels, but nonetheless represent a solid and consistent focal point for Missouri's Information Technology Activities.

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Of course, The Office of information Technology in cooperation with the Information Technology Advisory Board already deliver a variety of high-quality core services to the Missouri Information Technology Community. These include:

- Presence on the Governor's Cabinet
- Facilitate Development and Implementation of a Statewide Adaptive Enterprise Architecture
- Facilitate Development and implementation of IT Accessibility Standards
- Facilitate Management of the State's Network Assets
- Facilitate Management of Missouri Geographic Information Systems
- Development of Statewide IT Contracts
- Manage Implementation of the Missouri Smart Buy Program in the IT Community
- Facilitate Management of the IT Prime Vendor Contract
- Management of a sustainable Project Management Methodology in the IT community
- E-government Business Oversight Committee
- Homeland Security Council Cyber security Committee
- Homeland Security Business Continuity Committee
- Missouri HIPPA Executive Committee
- Awards Program (IT Recognition Award and Making a Difference Award)
- Partnership Activities (NASCIO, NGA, etc)

The Office of Information Technology and the Information Technology Advisory Board also conduct issues research and advocacy in the following focus areas:

- Enterprise Architecture
- Digital Government
- Project Management (Value Assessment, Risk Assessment, Performance Management, Project Oversight, etc)
- Privacy
- Security
- Strategic Business and Services

The Office of Information Technology is now pushing its efforts to the next level, including working more closely with state agencies in the area of coordinating and integration information technology programs and systems across government. Charges and potential projects for these committees follows.

Adaptive Enterprise Architecture

The Enterprise Architecture Committee oversees the development and delivery of the Missouri enterprise architecture portfolio of products. In 2003–2004 there are two areas of focus:

- **Security Domain** The Security domain defines the roles, technologies, standards, and policies necessary to protect the information and technology assets of the State of Missouri and its citizens from denial of service, vandalism, theft, and any other form of unauthorized access. The Security domain defines the security management principles that are applied to ensure the appropriate level of protection for the State's information technology assets. The following disciplines will be addressed in the 2003-2004 business year:
    - Management Controls
    - Operational Controls
    - Technical Controls

- **Information Domain** The Information Domain defines the roles, technologies, standards, and policies necessary to acquire, manage, design, classify, analyze, present and integrate the state's information assets to support business processes and decision making. The Information Domain focuses on data and knowledge management, the dynamic and geospatial components of data, and its inherent information content. The following disciplines will be addressed in the 2003-2004 business year:
    - Geographic Information Technologies

- **Infrastructure Domain** The Infrastructure Domain defines the roles, policies, standards and technologies that manage the communications and computing hardware infrastructure for the State's distributed computing environment. Disciplines in this domain deal with the connection of the various hardware pieces throughout the enterprise and throughout the world, as well as the various hardware and operating systems.

- **Privacy Domain** The Privacy domain addresses the balance between use of shared information and privacy concerns of citizens and agencies as well-defined roles, policies, procedures, and technologies. In addition, the Privacy domain addresses all state and federal laws related to privacy issues such as the distribution, availability, notification or permission to distribute, and privacy violation notification. The Privacy domain focuses on the authorized and unauthorized viewing, acquisition, and/or use of information about a person, case, or other classified activity.

- **Application Domain** The Application Domain defines the roles, policies, standards, and application development methodologies required to support the various custom and purchased applications throughout the State. Disciplines for this domain cover the automation of the workforce, promote group productivity, and provide a set of reusable application components

- **Interoperability Domain** The Interoperability Domain defines the preferred methods /technologies to be used within the Missouri enterprise for data exchange with other State of Missouri agencies/organizations, the Federal Government,

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other states, counties, cities municipalities, private sector and the citizenry. The Interoperability Domain focuses on the preferred data formats, data compressions methods, data encryption methods, data exchange protocols and interoperability best practices.

IT Accessibility for individuals with disabilities

The Information Technology Accessibility Working Group (ITAWG) is responsible for developing the business and information requirements for information technology accessibility and purchasing language and procedures. These requirements will be submitted through ITAB for action by the Architecture Review Committee.In 2003-2004 there will be focus in the following areas:

- **Review of current standards** The ITAWG will deconstruct the 12 technical standards related to software application and operating systems, clarify what they mean and identify ways to verify conformance. The following topics will be added during the 2003-2004 business year:
  - o Acceptance and verification testing
  - o Performance measures
  - o Identification of training needs and strategies to be considered

Performance Management

The Performance Management ITAB Subcommittee oversees the development and delivery of the State's IT performance management Program. In 2003-2004 there will be focus in the following areas:

Development of a Performance Management Model The performance management subcommittee will conduct research and develop a performance management process advocating industry best practices that will be used as a model by all Missouri information technology entities. National standards and templates being used by the Office of Management and Budget OMB, will be used as a model to develop and implement performance management within the Missouri enterprise. In 2003-2004 there will be focus in the following areas:

  - o Core Measures focusing on internal efficiencies
  - o Support/services for citizens
  - o Industry benchmarks from respected information service organizations, industry and higher education institutions

Network Management

The Network Management Consortium is responsible for developing the business and information requirements for submission to ITAB for action by the Architecture Review Committee as defines by the ITAB leadership.. The Consortium projects for 2003-2004 will include:

- Contract for fixed satellite communications
- Contract for mobile satellite communications
- Bring together a statewide network security strategy and actionable plan

Emerging Issues

Even as it carries out research and projects through its committee structure, OIT and ITAB recognizes that new opportunities and changing needs require a flexible approach to identifying and undertaking short-term projects. New strategic issues are identified and give preference and priority by members of the Information Technology Advisory Board. Funding for these projects is modest at best, but in general, ITAB project sponsors assisted by Office of Information Technology Staff are expected to identify and bring resources to bear on the work wherever possible. Current strategic issues include:

- ❑ Security and Privacy
- ❑ Adaptive Enterprise Architecture
- ❑ Business Continuity and Disaster Recovery
- ❑ Strategic Business and Services with focus on
  - o Infrastructure Efficiencies
    - ▪ Centralization of Core IT Functions
    - ▪ Consolidation of Business Processes
    - ▪ Elimination of Duplicate Systems
  - o Business Case Development
  - o Procurement
  - o Economic Development

<u>Support Structures</u>

- ❑ ITAB Committees/Subcommittees
- ❑ Architecture Committees
- ❑ Issue teams (Security, privacy, accessibility, strategic business and services, and others to be determined)

III. Strategic Objectives and Key Tasks

The Office of Information Technology and members of the Information Technology Advisory Board has outlined three goals and a set of objectives for each in its 2003-2004 strategic plan. As detailed below, the Missouri Information Technology 2003-2004 Business Plan adds a series of tasks, or *action plans*, to each strategic objective. Key performance indicators are in turn described for each objective. To the greatest degree possible, these indicators should be outcome-based, and not merely record completion of the task itself. Actions that will move us toward the desired outcomes will be managed and tracked within project plans for individual projects.

Goal 1. Maximize the efficiency of Missouri's Information Technology infrastructure	
Objective 1.1 Engage agencies as active participants in ITAB	**Key Performance Indicators:** ❑ Number of contacts made to non-participants ❑ Percentage increase in attendance of ITAB meetings
Action Plan: 1.1.1 Seek input from CIO's not currently participating in ITAB 1.1.2 Identify reasons to involve CIO's from all organizations 1.1.3 Plan the engagement of more line staff from the agencies in ITAB Committee activity/projects	

Objective 1.2 / Key Performance Indicators	
Objective 1.2 Support the development of "interagency solutions" and standards	**Key Performance Indicators:** ❑ Number of business processes consolidated
Action Plan: 1.2.1 Research and document opportunities and requirements 1.2.2 Standardize the processes that are critical to our success 1.2.3 Strengthen and expand processes to plan and coordinate work	

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Objective 1.3 Utilize the E-Gov Business Oversight Committee to provide business direction commensurate with State business goals	**Key Performance Indicators:** ❑ Ratio between business and technical members on the committee ❑ Percentage of changes to the State Homepage approved by the committee

Action Plan:
1.3.1   Seek out additional business participants to serve on the committee
1.3.2   Major Homepage revisions require majority approval
1.3.3   Develop a strategy that would continue to improve the State's national ranking as an e-government premier site

Objective 1.4 Promote Sharing of Best Practices	**Key Performance Indicators:** ❑ Number of best practices identified ❑ Number of best practices implemented

Action Plan:
1.4.1   Research enterprise architecture needs and best practices and establish an enterprise architecture that meets those needs while following best practices
1.4.2   Research and implement IT management best practices
1.4.3   Research and implement cyber security best practices

Objective 1.5 Maintain funding commensurate with service delivery	**Key Performance Indicators:** ❑ Standard cost for service compared to other states ❑ Percentage utilization of technologies versus business demand plan ❑ Return on technology investment ❑ Percentage of the projected ROI achievement

Action Plan:
1.5.1 Develop cost models for products and services
1.5.2 Implement processes for time reporting, to enable utilization tracking
1.5.3 Develop a reporting process to monitor the return on the IT investment
1.5.4 Audit business cases for validation of ROI percentages
1.5.5 Communicate cost models for products and services and report actual ROI to legislators on a regular basis

Goal 2. Performance Management is fully utilized to maintain focus on long-term goals and strategic objectives

Objective 2.1 Compare actual performance against expectations and set targets by which progress toward objectives can be measured	**Key Performance Indicators:** ❑ Number of core measures identified ❑ Number of project specific measures being tracked and reported ❑ Number of targeted objectives met

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Action Plan:
2.1.1 Develop and publish a performance management manual
2.1.2 Identify core measures to be used on all information technology projects
2.1.3 Develop and implement a process for identifying project specific measures

Objective 2.2 Establish key indicators and communicate about the successes of programs and services	**Key Performance Indicators:** ❑ Number of core measures tracked and reported ❑ Number of organizations tracking and reporting core IT measures ❑ Percentage of organizations reports received by July 15

Action Plan:
2.2.1 Track and document core IT measures identified in performance management manual
2.2.2 Develop a reporting system for IT performance
2.2.3 Report metrics to Office of Information Technology by July 15 each year

Objective 2.3 Utilize metrics in determining program effectiveness, evaluating options for service delivery, and charting long-term programs	**Key Performance Indicators:** ❑ Number of business outcomes identified ❑ Number of metrics identified and documented ❑ Number of reports published ❑ Percentage of projects utilizing historical data

Action Plan:
2.3.1 Identify expected outcomes of the business community
2.3.2 Define measures based on expected outcomes
2.3.3 Strengthen and expand processes to plan and coordinate work
2.3.4 Report and publish findings for future use

Goal 3. Strengthen the role of information technology in Missouri State	
Objective 3.1 Establish the position of CIO and the Office of Information Technology statutorily within Missouri State Government	**Key Performance Indicators:** ❑ Number of sponsors ❑ Number of supporters

Action Plan:
3.1.1 Develop and publish a business case for the position of CIO and the Office of Information Technology
3.1.2 Draft legislation to establish the position of CIO and the Office of Information Technology statutorily in the State of Missouri
3.1.3 Identify and secure bill sponsors and supporters

Objective 3.2 Maintain a seat on the Governors Cabinet	**Key Performance Indicators:** ❑ Percentage of Governor's Cabinet meetings attended by CIO ❑ Percentage of Governor's Cabinet Meeting attended by a Representative ❑ Percentage of monthly Cabinet report made to ITAB

Action Plan:
3.2.1 CIO to attend or send representative to 100% of Governor's Cabinet meetings
3.2.2 Track and report attendance to ITAB monthly

Objective 3.3 Engage in business communications	**Key Performance Indicators:** ❑ Number of ITAB members satisfied with quality and quantity of information received

Action Plan:
3.3.1 Develop a communication plan
3.3.2 Implement the communication plan
3.3.3 Track success of communication efforts

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Objective 3.4 Lead Agency and corporate sharing of best practices	**Key Performance Indicators:** ❑ ❑ Number of evaluation completed ❑ Number of recommendations made ❑ Number of success stories communicated

Action Plan:
3.4.1 Research IT Benchmark reports from industry, information service organizations, and higher education institutions
3.4.2 Compare with current state results and make recommendations regarding areas needing attention
3.4.3 Communicate areas Missouri either meets or exceeds Benchmark data

Objective 3.5 Measure and communicate the value of information technology in attaining desired business results	**Key Performance Indicators:** ❑ Number of key mission delivery processes identified ❑ Number of expected outcomes identified ❑ Number of associated metrics identified ❑ Number of process improvements identified and implemented

Action Plan:
3.5.1 Identify key mission delivery processes
2.5.2 Identify expected outcomes of these processes
3.53. Identify metrics associated with these processes
3.5.4 Track metrics, evaluate measures and report results
3.5.5 Use results to identify areas for potential process improvement

IV. Conclusion

Missouri's larger information technology business plan reflects a deliberate, multi-year vision of an organization in transition to a higher level of service and significance. Missouri's annual business plan elaborates tactics toward this goal, even as it allows a more flexible, dynamic responsiveness to shorter-term challenges and opportunities.

The Missouri Information Technology 2003-2004 business plan does point the way to Missouri's information technology future, and in fact sets in motion policies, procedures and actions that will build capacity and realize Information technology ambitions to grow its membership and enhance its services in these challenging times. While keeping its gaze facing forward, it will be important to solidify the position of the CIO in Missouri and the role of the Information Technology Advisory Board in their positions and help all cope with budgetary and governance challenges.